

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Godiva Chocolatier, Inc.

Manufacturers Resource Center

Godiva Makes Work Simpler and Safer with 5S

Client Profile:

Godiva was founded over 80 years ago in Brussels, Belgium when master chocolatier Joseph Draps founded a chocolate company that was named in honor of the legend of Lady Godiva. The company opened its U.S. facilities in 1966. The plant in Reading, Pennsylvania employs 350 people and is certified as a kosher manufacturing facility.

Situation:

Godiva's Operations Improvement Manager, Jim Snyder, having just completed his Lean Certification with the Manufacturers Resource Center (MRC), a NIST MEP network affiliate, saw the benefits of conducting a 5S implementation program throughout the facility. Jim approached MRC for help with accomplishing three objectives: 1) designing a safer workplace; 2) simplifying work for the employees, and 3) increasing productivity while decreasing defects.

Solution:

MRC implemented a train-the-trainer model and trained 150 employees in 5S concepts. Four Kaizen events were held to implement the 5S process. Two Godiva staff members were trained as internal continuous improvement facilitators so that the company could continue the implementation throughout the plant. The training involved a Kaizen event, and then acting as facilitators at a second event to further develop their skills.

Results:

- * Reduced safety incidents by 5 percent.
- * Reduced costs by 3 percent.
- * Improved productivity.

Testimonial:

"MRC was a key component in bringing half of our staff up to date on simplifying our work processes, organizing our work stations and improving safety and productivity. Not only did they train us in 5S, but they also showed proven benefits to the staff with Kaizen events. The employees were engaged in the process, and we have two internal champions now to keep us at this level."

Jim Snyder, Operations Improvement Manager